

STRIKE CHIEFS' QUARTERLY ENLISTED FORUM

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Notes from the Chief

by **Chief Master Sgt.
Brian Hornback**
AFGSC Command Chief

Welcome to another edition of our Quarterly Enlisted Forum. I start every forum by saying how busy we have been across the command during the quarter and it's true. I am always amazed how much we ask of you every day and how you always exceed those expectations!

This past quarter has been very busy for our command. We exercised our nuclear mission through GLOBAL VIGILANCE 13, we completed several Combined Unit Inspections (CUI), highlighted our conventional global strike capabilities while strengthening regional deterrence through our global power mission over Korea by displaying the flexibility and agility of our mighty B-52 and B-2s. We also took note as a nation when we postponed GT205 ICBM test flight due to tensions in Korea, and then fired a successful test in May.

On the personnel front, we exceeded promotion rates for Master Sergeant through Chief Master Sergeant, STEP promoted 10 of our most deserving non-commissioned officers, and recognized our annual award winners. We also did extremely well in taking care of one another.

Typically we face the greatest risk of losing our brothers and sisters in this command to suicide from January through April. I am very pleased to say that wasn't the case this year! As of June, we only had one suicide for CY13. I attribute this to your direct involvement and engagement in taking

care of our family. You have intervened on several occasions to save a fellow Airman. Those actions disrupted the suicide cycle, but most importantly saved lives. For that I am very grateful and proud to be part of the STRIKER family!

We did all this while under sequestration. Yes, this year has been a little different; our annual awards and May STRIKER STRIPE were not held. Some of our other professional development opportunities were postponed as well but all these measures are temporary as we learn what the new fiscal baseline is in our budgets.

I can assure you the current budget of approximately \$100 billion buys a lot of Air Force and our senior leaders are making those strategic decisions on what that Air Force will look like going forward.

Our nuclear mission underpins all other missions and provides the backdrop for the nation's strategic objectives. Our deterrence mission is very much like the wall paper in our childhood homes, we know that it is there but are so used to it we don't notice it. Poor analogy I know, but true – the Air Force has been doing nuclear deterrence for so long now that it happens without notice.

However, when making strategic choices concerning budget, there are some must pay bills and this is evident that nuclear mission is not standing down like many of our conventional missions.

I appreciate the opportunity to share this forum with you and I am honored to serve with each of you. If you would like to share your thoughts or have a

question, please send them directly to me at AFGSCCWORKFLOW@us.af.mil or you can find me on twitter @StrykeChief.

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What We Value:

- Individual responsibility for mission success
- Critical self-assessment of our performance
- Uncompromising adherence to all directives
- Superior technical and weapons system expertise
- Persistent innovation at all levels
- Pride in our nuclear heritage and mission
- Respect for the worth and dignity of every Airman
- Safety in all things large ... and small

To Deter and Assure



8th Air Force
Staff Sgt. Ericka Arriaga

AFSC: 2G071, Strategic Logistics Planner

TIS: 11 years

TOS: 1 year

- Innovator! Coordinated 1st-ever bomber dispersal team/actions ISO Global Thunder '13; incorporated into OPLAN TPFDD
- Crafted 72 USSTRATCOM airlift messages--validated 963 short tons/1943 pax; synched unit move & 2 HHQ EXs
- Created TPFDD modules for recce mobile support team; fused OPLAN requirement w/TRANSCOM; reduced validation time 50 percent



2d Bomb Wing
Tech. Sgt. David Blankenship

AFSC: 3E271, Pavements and Heavy Construction Equipment Operator

TIS: 11 years

TOS: 4 years

- Led 16 prsn Prime BEEF pallet team; org'd 24 hr op/4 kits delivered on time/zero deficiencies--secured phase 1 CUE TPFDD compliance/safeguarded \$4.6M in deployable assets
- Piloted emergency airfield spall repair operations; org'd team/materials/12 runway holes repaired using 3 cu yds of surfacing material--flying ops unhindered/secured nuclear deterrence/surety capability of AF lgst bomber wg
- Mng'd aqua center renovation heavy op; led 24 prsn multi-craft team...installed 8K+ sq ft of sod/570 linear ft of fence/30 cu yds of concrete--SORTS project completed in-house/on time saving \$145K in O & M dollars 1st yr/\$55K each additional yr



AFGSC Unsung Heroes



5th Bomb Wing Senior Airman Jonathan Trude

AFSC: 3D156, Airfield Systems Journeyman

TIS: 4 years

TOS: 3 years

- Piloted mobile air traffic control tower install/redesigned telephone headset/corrected limited communication capabilities issue/performed repairs/saved AF \$252K in TDY maintenance costs
- Led instrument landing system flight checks/developed local periodic maintenance inspection/performed MAJCOM level maintenance/upheld flight safety for \$1.06B aircraft landing in inclement weather
- Identified faulty comm lines between radar approach and air traffic control tower; reconfigured circuit/restored display for vital aircraft ops for Minot International Airport and Minot AFB



509th Bomb Wing Tech. Sgt. Daniel C. Tuers

AFSC: 1C072, NCOIC, Squadron Aviation Resource Management

TIS: 15 years, 8 months

TOS: 1 year, 9 months

- Eager fill for short-notice OEF deployment; prepared 150 RPA flight authorizations; updated 121K flt hrs/10K training items--supported 63 mbrs at 3 GSU w/100% accuracy
- Bridged security gap; escorted 31 TCNs/19 hrs--upheld ground defenses/safeguarded \$561M in AF/UK assets
- Led SARM consolidation between 2 BSs; mitigated critical 40% manning deficit--guaranteed B-2 ops continuity/AFGSC Small Unit Yr '12!



20th Air Force
Staff Sergeant Brandon R. Layton

AFSC: T3P051B, Training Instructor

TIS: 8 years, 2 months

TOS: 9 months

- Managed explosive account for DTRA/DOD/DOE/FBI trip to Wyoming; coordinated "MIDNIGHT THUNDER" support, training and ranges—highlighted physical security issues across Nuclear enterprise, results of exercise affect more than \$60 billion in nuclear resources
- Oversaw Air Forces' only Explosive Breaching Course; taught manual, ballistic, mechanical, thermal and explosive methods of entry--47 Security Forces certified, eliminated critical Air Force Global Strike Command security deficiency
- Meticulous manager; supervised 1 million rounds fired, entrusted with \$2 million in arms, ammo and explosives. Lead instructor for Assault Course, Breacher's Course, Nuclear Security Tactical Leadership, Combat Airman Skills Training courses, 294 students trained, zero safety incidents
- Headed semi-annual parts inventory; tracked 58K weapons parts valued at \$205K--100 percent compliant with regulations & maintained 99 percent mission readiness: program rated "Outstanding" during 90 MW SAV
- De-conflicted logistical and training requirements for Air Force and Wyoming Army Guard operations; Air Force representative at joint service meetings, coordinated use of 78,000 acre range complex--10K thousand Airmen and sister services trained



90 Missile Wing
Staff Sgt. Samuel H. Chavez

AFSC – 2M053

Duty Title – Facilities Maintenance Section (FMS) Team Chief

TIS – 3 years, 8 months

TOS – 3 years, 1 month

- Samuel is our #1 FMS team chief--he is who we send on our most difficult jobs and he is grooming the next generation of team chiefs
- Outstanding performer under HHQ inspections, Global Strike Challenge, or day-to-day mx—awesome attitude, takes real pride in his mx
- The whole package; 3.6 GPA in Electrical Engineering, 94% EOC on 7-level CDCs, meals on wheels volunteer—an example for all

AFGSC Unsung Heroes



91 Missile Wing Staff Sgt. Dustin Horton

AFSC: 3P071, Convoy Support Flight Chief

TIS: 4 years, 9 months

TOS: 4 years, 3 months

- Support Flight Chief for 10 nuclear weapon convoys/five nuclear logistic route sweeps/two Open Launcher operations; cleared danger areas/identified vulnerabilities to convoy commander/implemented site defense plans--secured \$127.5 million in Weapons of Mass Destruction spanning more than 8,500 square miles
- Completed Women Empowered Self Defense Instructor Certification; received five days/40 hours training in sexual assault defense--instituted flight training plan/instructed 43 Airmen on Law Enforcement/self-defense skills
- Rallied/organized 12 Airmen for the Minot Sexual Assault Prevention Response 5K; posted traffic control and aid stations--guaranteed safety of all in attendance--raised awareness with city populace



341st Missile Wing Tech. Sgt. Rebecca Clark

AFSC: 2M073, ANCOIC, Facilities Maintenance Section

TIS: 11 Years, 11 Months

TOS: 11 Months

Marital Status: Married

- Completed 127 college credits with a sustained 3.5 GPA; awarded Bachelor's degree in Management/Marketing--graduated "Cum Laude"
- Devised a 24-hour dispatch plan for surge maintenance activities; generated 8 teams and attacked 23 sites--reduced facilities priority backlog by 87%
- Mentored AFGSC competitors; shared vast experience during training--helped secure "Best FMS Team" and the 341 MXG's "Blackburn Trophy" win
- Exceptional leadership drove section to winning the wing "Professional Team" for the 4th quarter 2012 and being honored as the squadron "Professional Team of the Year"

To Deter and Assure

Tools for your toolbox

by Chief Master Sgt. Brian Hornback
AFGSC Command Chief

Someone once said "Leaders do not command excellence, they build excellence." Being a leader in the Nuclear Enterprise is different; nuclear forces are unique because the expectation of "perfection as the standard" is founded on the individual in the areas of Safety, Security and Reliability. Air Force Global Strike Command Airmen maintain, operate, secure and support our nation's most lethal weapons and with that comes special trust and responsibility.

Our Airmen must be mission ready, resilient and committed to excellence. This excellence-centric approach fosters an environment that places the highest value on individual discipline, personal integrity, and performance-oriented leadership. This level of excellence is striving to be the best you can be no matter the tasking and within the bounds of doing what is right for the organization. As an all-volunteer force we must remember that, as leaders we have to capitalize on that excellence.

To reach excellence you must first be a leader of good character. You must do everything you are supposed to do. Organizations will not achieve excellence by figuring out where it wants to go, then having leaders do whatever they have to in order to get the job done, and then hope their leaders acted with good character.

This type of thinking is backwards. Pursuing excellence should not be confused with accomplishing a job or task. When you do planning, you do it by backwards planning; what is the expected outcome and tasks required in achieving that outcome. But you do not achieve excellence by backwards planning. Excellence starts with leaders of good and strong character who engage in the entire process of leadership. And the first process is being a person of honorable character.

As Airmen, we conduct ourselves in the highest ethical manner in all relationships and do what is right, even when unpopular. We will be honest and truthful in our dealings with each other, take responsibilities for our actions and we keep our word. Being a leader of character means you live by our core values - *Integrity, Service, Excellence*, with integrity being the cornerstone in all our interactions.

A person of integrity doesn't shift blame onto others or take credit from them either. A person of integrity lives

honestly. Integrity is doing the right thing, knowing that nobody's going to know whether you did it or not. A person of integrity doesn't pencil-whip aircraft forms, write bad checks or falsify documents. People of integrity can respect him or herself and not lie to themselves in the mirror. Integrity doesn't depend on others. The importance of integrity in the work place is something some people tend to forget. However, being in the Air Force and being entrusted with our nation's most valuable resource - its sons and daughters, makes integrity in the work place all the more important.

Character develops over time. A person's observable behavior is an indication of their character. This behavior can be strong or weak, good or bad. A person with strong character shows drive, energy, determination, self-discipline, willpower, and nerve. They see what they want and go after it. They attract followers. On the other hand, a person with weak character shows none of these traits.

As Airmen, we must have the courage to meet the demands of our profession and the mission when it's hazardous and demanding, and make decisions in the best interest of the Air Force and our Nation without regard to personal consequences. Service before self allows Airmen the moral and mental strength to do what is right, even in the face of personal

or professional adversity; to grow as a leader of character.

A strong person can be good or bad. A gang leader is an example of a strong person with a bad character, while an outstanding community leader is one with both strong and good characteristics. An organization needs leaders with both strong and good characteristics, people who will guide them to the future and show that they can be trusted as a leader who demands excellence. As Airmen, we must exhibit the highest degree of moral character, technical excellence, quality and competence in what we have been trained to do.

Courage — not complacency — is our need today. Leadership not salesmanship. — John F. Kennedy

Suggested readings:

Where have all the leaders gone; Lee Iacocca

Leadership on the Line; Staying Alive through the Dangers of Leading; Ronald A. Heifetz & Marty Linsky

As Airmen, we conduct ourselves in the highest ethical manner in all relationships and do what is right, even when unpopular.

- Chief Master Sgt. Brian Hornback

To Deter and Assure

Frequently asked questions

Q: Do you foresee another round of DOS rollbacks on our horizon?

A: Unfortunately yes. With high retention rates the Air Force uses force management tools such as DOS rollback as a method to manage end-strength. The most current DOS rollback has hit the streets and commanders have their current lists to work through.

As for future/additional DOS rollbacks, as long as we maintain these high retention rates across the Air Force you can expect future force management actions such as DOS rollback, CJR constraints and NCO retraining programs to ensure we stay within prescribed end-strength numbers.

Q: There has been talk in the past years about Personal Reliability Program incentive pay; is it still on the radar for senior leadership?

A: At this time there are no discussions with regard to incentivizing PRP. PRP is a critical program and many challenges arise in executing the program. Global Strike Command recognizes this and is committed to the best program possible. One of the challenges with incentivizing PRP is how do you manage temporary decertification?

Does incentivizing PRP bring about risk due to potential impact to pay when a person is brought down? PRP



is not like flight pay or Air Traffic Control certification where they are certification/proficiency pay programs. Being on PRP means that the individual is reliable and ready to work on or around nuclear weapons – one of the areas reviewed when looking at PRP certification is financial responsibility which further compounds incentive pay – could the loss of this pay, even temporarily, will that impact future reliability determinations?

Q: Is tuition assistance going to be cut back from the current 100%?

A: As you know, we had a temporary halt to TA. The immediate impacts of sequestration led to the initial suspension of TA due to \$90 million shortfall. Congress acted and the services turned TA back on for FY13. All that said, we must remember TA is a benefit of service and not an entitlement.

With reduced budgets, we must find

innovative ways to manage cost and some of our benefits are being looked at. While I cannot speak to the specifics, TA is being looked at for FY14. What can you expect? TA will be there, it may just look different than what we're used to. It doesn't mean our Air Force doesn't support education, that is not the case, it just means it will be different in the out years.

Q: Last year FE Warren was forced to close some of their moral and welfare facilities due to budget constraints. They recently reopened some of these facilities with limited operating hours. Do you have a plan to ensure these morale boosting facilities stay open?

A: These type of facilities fall under Non-Appropriated fund categories which means they must be self sustaining in order to remain open. Our AF is under some very tight fiscal constraints and every facility and operation must be looked at based on their ability to remain viable without Appropriated Funds (O&M) assistance. That doesn't mean we don't have flexibility, it means things may look different. Where you can help is by your patronage to these service type activities. If you're in charge, you lead your Airmen and their families to their use; if you're not in charge you can lead it amongst your peers. Patronage will make the difference.



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Out and About —

Air Force Global Strike Command Chief Master Sgt. Brian Hornback visits with Airmen at Minot Air Force Base during a visit in May. (Courtesy photos)



To Deter and Assure